

The Effect of the Structural Officials' Supervisory Function on the Employees' Performance in The Regional General Hospitals in South Sulawesi Province

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ABSTRACT— The low performance in some of Regional General Hospital of South Sulawesi Province is indicated by the values of BOR, LOS, TOI, BTO, NDR, and GDR which are not in accordance with the standards set by the Ministry of Health. The most important factor in the success or failure in an organization is the quality of the leaders. If the leaders do not have the ability to lead, then complex tasks cannot be carried out properly. This study aims to analyze the effect of the structural officials' supervisory function on the employees' performance in some of Regional General Hospital of South Sulawesi Province. The research method used in this study was a cross-sectional study design. The study was started in January - February 2023 at some hospitals with low performance, namely Labuan Baji Hospital and Sayang Rakyat Hospital. The samples used was 91 of the hospitals' management staff, taken using total sampling technique. The data were analyzed using the Chi-Square test and Multiple Logistic Regression test. Based on the results of the study, the Chi-Square test showed that the direct supervision variable was significantly related to the employees' performance ($p < 0.05$) and so was the indirect monitoring variables ($p < 0.05$). The results of the Multiple Logistic Regression test showed that the direct supervision was the most influential factor on the employees' performance. The structural officials in the hospitals must improve their managerial functions, especially in terms of their supervisory function, so that it will have a good impact on the hospitals' performance.

KEYWORDS: Supervision, Performance, Employees, Hospitals

1. INTRODUCTION

Human resources are the most important part in the continuity of a company. Human resources are the most valuable investment and the most solid foundation to support the success of a company. Foundations or other institutions such as health facilities and systems may be the same as other companies, however when it comes to human resources, it is something that is unique, special, and has the ability to differentiate one company from another. The company is a form of organization that carries out management functions, namely planning, organizing, directing. In this case, the company will look for potential human resources with certain qualities and develop them into individuals who are rich in competence so that they can support the company's performance in the future [3].

Performance in an organization is carried out by all available human resources, both leaders and workers. There are several factors that can affect human resources in carrying out their performance. Either the factors that come from within and from the outside of the human resources. Each worker has their own abilities based on their knowledge and skills, job competencies, work motivation and job satisfaction. Nevertheless, the workers also have personalities, attitudes and behaviors that can affect their performance [1].

The role of leadership is to direct the work performance of the employees so that they correspond with the organization's goals. Many factors can improve the employees' performance in an organization. Several factors that improve the employees' performance in an organization include leadership in the organization, the employees' motivation, and employees' job satisfaction. In an organization or company, leadership is an important factor. [4] states that leadership can influence the behavior of individual and group within an organization to achieve the organizational goals. [5] states that leadership is a gradual increase in influence on mechanical compliance with the routine directions of the organization. Leaders in an organization must be able to set an example for their subordinates. They must also be able to give directions so that their subordinates carry out all the given tasks.

The progress in achieving a goal can be measured using performance indicators whose results can be obtained through measuring the performance of the hospitals' programs, facilities and infrastructure, as well as measurements of the hospitals' service indicators such as BOR, AvLOS, TOI, BTO, GDR and NDR. The hospitals' service indicators can be used to determine the level of utilization, quality and efficiency of the hospitals' services. The values of BOR, LOS, TOI, and BTO are indicators that can show the efficiency level of the hospitals, as well as NDR and GDR indicators that can describe the quality of their service.

However, the expectation of achieving maximum performance is in contrast with the conditions stated in the background to the formulation of Minister of Health Regulation (Permenkes) No. 971 of 2009, concerning the competence of health structural officials which states that, in the current conditions, there are rampant appointments and placements of human resources in structural positions in the health sector. Therefore, there are many workers in hospitals who do not work according to their competence. Meanwhile, the human resources especially those working in the health sector are expected to be those who are professionals in their field [7].

According to [8], [9] the thing that is considered the most important factor in the success or failure of an organization is the quality of the leader. If the leaders do not have the ability to lead, then complex tasks cannot be carried out properly. And whereas if the leaders are able to carry out their functions and duties properly, then the organization will have the opportunity to be successful or the organization can reach its targets that have been set initially. Therefore, the ability to lead is very important for the leaders to have, because it can determine the success of achieving the organizational goals.

In running an organization, the leaders are very influential on the performance of their subordinates. That is to handle, manage, direct and foster the available resources, therefore, a leader is required to have specific insights, skills and expertise that can be manifested through the ability to lead and direct the available resources, so that the organization can achieve the goals that have been set and planned together. Such a leadership is expected to be able to stir all units in the field of Health by involving other units outside the institution, as well as being pioneers, mentors and creating an effective and efficient work system [10].

Supervision and performance are closely related to the employees' performance. The leaders' supervision,

which is according to the supervisory measures will improve the employees' performance. The increase of performance can also be determined from the ability of the leaders to supervise their employees, so the employees could work more productively. That is because the employees get encouragement and direction to meet the organizational needs or interests. There will be mutual understanding and interconnected interests between the employees' interests and the organization's goals.

2. Method and Material

This study used an observational method with a cross-sectional design. The research was started in January - February 2023 at Regional General Hospital of Laburan Baji Makassar and Regional General Hospital of Sayang Rakyat Makassar, South Sulawesi, Indonesia. A total of 91 management staff were sampled during the study using the total sampling technique.

Data processing and analysis were carried out using SPSS with bivariate analysis using the Chi-Square test to see the relationship between the independent and dependent variables, as well as multivariate analysis using the Multiple Logistic Regression test to see the independent variables that have the most influence on the dependent variables with $\alpha = 0.05$. The research results will be presented in the form of tables and narratives. This research has received approval from the Health Research Ethics Commission (KEPK) Faculty of Public Health, Hasanuddin University with protocol number: 301222012396 and letter number: 150/UN4.14.1/TP.01.02/2023

3. Results

In Table 1, the characteristics of the respondents showed that the junior group at the two hospitals consisted of 54 people (59.3%). In the sex group, the female was more dominant with 57 people (59.3%). And based on the respondents' last formal education, there were 85 people (93.6%) with > S1 degree (Graduate Degree).

Table 1. The Respondents Characteristics Distribution Based on Their Age, Sex, and Last Formal Education in the Two Hospitals in South Sulawesi Province

Respondents Characteristics	Respondents	
	Total (n)	Percentage (%)
Age		
Senior (≥ 35 years old)	37	40,7
Junior (<35 years old)	54	59,3
Sex		
Male	34	37,4
Female	57	62,6
Last Formal Education		
D1-D3 (Associate Degree)	6	6,6
>S1 (Graduate Degree)	85	93,6

In Table 2, the results of the analysis showed that the direct control variable was significantly related to performance and outcomes. Chi-Square test obtained P-value = 0.001 < 0.05 which meant that H_a was accepted and H_0 was rejected so that it could be concluded that there was a relationship between direct supervision and the performance of the employees in the two hospitals.

Table 2. The Relationship between the Function of Direct and Indirect Supervision with the Employees' Performance in the Two Hospitals in South Sulawesi Province

Variables	Performance	Total	P-value
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	Poor		Good				
	n	%	n	%	n	%	
Direct Supervision							
Poor	36	38.6	18	19.8	54	59.3	0.001
Good	12	13.2	25	27.5	37	40.7	
Indirect Supervision							
Poor	34	37.4	17	18.7	51	56	0.002
Good	14	15.4	26	28.6	40	44	

The direct Supervision was the factor that had the most influence on the performance of the employees in the two hospitals as shown in Table 3. with $p=0.007$ and $OR=3.593$. These results indicated that the function of direct supervision had a 3.593 times greater impact on the performance of the employees.

Table 3. The Results of Multivariate Variables Analysis Which Had the Most Influence on the Employees' Performance on the Two Hospitals in South Sulawesi Province

Variables	Coefficient	Std. Error	Wald	p-value	OR	(95% CI)	
						Lower	Upper
The Function of Direct Supervision	1,279	0,472	7,347	0,007	3,593	1,425	9,060
The Function of Indirect Supervision	1,152	0,466	6,117	0,013	3,165	1,270	7,887

4. Discussion

1) The Relationship between the Function of Direct Supervision and the Employees' Performance in the Two Hospitals in South Sulawesi Province

The results of the study showed that there was a relationship between the direct supervision and the employees' performance. After doing the multivariate analysis, the direct supervision was the variable that had influence on the performance of the employees at the two Regional General Hospitals. From 91 employees who were respondents in this study, the response from the questionnaires produced a p-value of 0.007, indicating that the process of direct supervision by the superiors had an effect on the performance of the employees at the two Regional General Hospitals. Based on the results of the observations, the employees' work performance when the leaders were present and not present was different.

According to [11] competency model, the ability of leaders to provide personal feedbacks to their subordinates who have poor performance is one of the leaders' efforts to provide guidance to subordinates while carrying out their duties. The form of guidance by giving personal guidance to the underperforming subordinates is a form of feedbacks from the leaders on the work of their subordinates. So, with such a guidance, in the form of providing feedbacks, it can be used as recommendation and motivation for the subordinates to make improvements and develop performance.

According to [12], the willingness of the superiors to provide feedbacks on performance improvement, understanding and acknowledging the achievements of their subordinates, is very instrumental in creating the subordinates' sense of satisfaction with work. This argument is supported by Stup's (2005) research results which show that the employees who have good relations with their superiors, and receive constructive feedbacks from them, for performance improvement, will have a higher commitment to the organization.

The similar thing is also found in the research conducted by [15] that the leaders' supervision affects the employees' performance and in order to obtain high quality performance, a good supervision is also needed from the superiors. [14] stated that high employees' discipline can encourage good performance in an organization. This means that the discipline in work possessed by the employees at work greatly influences the achievement of their performance.

2) The Function of Indirect Supervision and the Employees' Performance in the Two Hospitals in South Sulawesi Province

The results of the study showed that there was a relationship between the indirect supervision and performance. After doing the multivariate analysis, the indirect supervision was the variable that also had influence (but less significant compared to the direct one) on the performance of the employees at the two Regional General Hospitals. From 91 employees who were respondents in this study, the response from the questionnaires produced a p-value of 0.013, which meant that the process of the indirect supervision by the superiors had a less significant effect on the performance of the employees.

The leaders' supervision is one of the factors that affect the employees' performance. This is in accordance with the opinion [2], which states that the leaders' supervision has a large influence on the employees' performance, because with the supervision carried out by the leaders, it can monitor the work carried out by the employees. Without good supervision from the superiors, this can hinder the achievement of the organizational goals, because the employees will feel that there is a lack of supervision from the leaders so they become careless by underestimating the work being done. The higher the supervision carried out by the leaders, the better the performance produced by these employees.

This research is in line with the research [13]. The leaders are not carrying out the indirect supervision because often the subordinates will only report positive things. In other words, those subordinates have a tendency to only report things that they think, they will please the leaders, even though good leaders will require their subordinates to report both positive and negative things. Because if only positive things are to be reported, the leaders cannot know the real situation, as a result the leaders will draw the wrong conclusions and decisions related to their subordinates. Taking into account the results of this research and the results of this analysis, all the components in the indirect supervision variables either through oral reports or written reports must always be considered by the leaders, so that, later, it can become input for the leaders to find out the work of their subordinates. And in turns, the works can be carried out properly. The leaders can then provide convenience and expedite and speed up the daily tasks of their employees and it will affect the effectiveness of their work.

5. Conclusions and Recommendations

The direct supervision was the variable that had the most influence on the performance of the employees in the two Regional General Hospital in South Sulawesi Province. Therefore, in 2023, it is imperative that the structural officials at the two hospitals to pay more attention to their managerial functions, especially in terms of supervision. Based on their subordinates' assessments, it was revealed that the leaders' supervisory actions had a significant effect on the employees' performance.

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